

Happy Teams Pulsometer

Classic Survey Report

Completed responses: 12
Survey sent: 17.06.2025

1. Overall Satisfaction

1.1 I would recommend this organization to friends as a great place to work

Average: 9.2

1.2 What are your dominant emotions at work? Select all that apply.

- Connection: 9
- Inspiration: 8
- Purpose: 8
- Pride: 6
- Confidence: 5
- Appreciation: 5
- Joy: 5
- Exhaustion: 5
- Stress: 4
- Flow: 3
- Confusion: 2
- Frustration: 2

1.3 What is the likelihood of you staying with the organization for at least the next two years?

Average: 8.7

2. Factors Affecting Engagement and Retention

2.1 From the factors below, select those that are BOTH important to you personally AND working well at our organization...

- Supportive and respectful coworkers: 9
- Level of challenge in work: 7
- Ability to make a meaningful difference: 7
- Supportive leadership: 7
- Opportunities to learn and develop: 7
- Pride about the work: 6
- Role that matches my skills and interests: 6
- Leadership that demonstrates integrity: 6
- Recognition for good work: 6
- Purpose and Impact: 6
- Interesting and engaging work: 6
- Work that aligns with personal values: 5
- Freedom to be creative and innovative: 5
- Adequate resources and tools: 5
- Leadership and Management: 5
- Motivation for the mission: 4
- Career Development and Growth: 4
- Organizational Support: 4
- Support for work-life balance: 3
- Job security: 3
- Fair compensation and benefits: 3
- Career growth opportunities and clear career plan: 2

2.2 From the factors below, select those that are BOTH important to you personally AND NOT working well at our organization, potentially motivating you to leave...

- Support for work-life balance: 5
- Job security: 4
- Career growth opportunities and clear career plan: 3
- Fair compensation and benefits: 3
- Opportunities to learn and develop: 2
- Role that matches my skills and interests: 2
- Career Development and Growth: 1
- Interesting and engaging work: 1
- Purpose and Impact: 1
- Level of challenge in work: 1
- Supportive leadership: 1
- Motivation for the mission: 1

2.3 How would you estimate your burn out level, on a scale of 1 (I am super relaxed) to 10 (I want to run away)?

Average: 5.6

2.4 What is contributing to your work-related stress and what could help prevent or alleviate it?

- As the founder, I tend to often worry about the future and whether we could be disrupted - even if things are going really well as they are. I am also not happy with some aspects of my personality and how they influence my colleagues or clients negatively. Maybe some common support to manage stress or individual coaching?
- High level of responsibilities and multitude of tasks which only me can do (at the current stage of staffing)- could be alleviated by adding some extra persons for the financial team and HR team.
- Since I am working half-time, I noticed that I only have half of the days from annual time off. Which makes sense, of course. However, according to our local legislation, everyone is entitled for the full time vacation (even ppl, who work part-time). I understand that it might be different in Switzerland, and it makes sense. However, in my specific case, annual leave is not a "nice thing to do", it is more of a "strong necessity" to keep physical and mental health (too much stress in a personal life...) So if there is a way to have the full time off (could be even unpaid/ partially paid), that would just makes it much more easier.
- At the moment, I'm not experiencing any significant work-related stress. The workload is manageable, expectations are clear, and I feel supported in my role. One of the key factors contributing to this positive environment is the management's trust in employees, which fosters a strong sense of accountability and responsibility. The space given to staff to demonstrate their capacities, along with the expectation of growth, motivates us to give our best and contributes to a healthy, engaging workplace. Maintaining this balance and supportive culture will be essential in preventing future stress.
- Personally I'm able to manage my work commitments and burnout isn't an issue for me just yet.
- The amount of work sometimes is too much. The urgency of the tasks that arise unexpectedly daily makes it difficult to prioritize.
- How to pace myself while working, agreed to get professional support for this.
- A heavy and continuous workload, while the ability to ask for support or have colleagues provide backup is quite limited due to the nature of the work and differences in management styles, understanding, and context across regions and funders are also different. It seems that everyone is very busy with their own work, so there's hesitation to ask for or offer help. There isn't enough time to explore and plan for personal development, to self-learn or dive deeper into any particular area, as most of the time is spent handling daily work tasks. Sometimes, I want to take a break, but doing so would only cause work to pile up, so I end up not taking the leave.
- The current workload is quite heavy as I try to juggle multiple things at a time, especially after the retreat. However, it's slowly getting better as I have cleared several things on my plate. Taking up new roles and responsibilities over the past few months has been a challenge as I try to adjust to the new role, though the support I have been receiving from my colleagues has made it better. Difficulty disconnecting from work outside of office hours- this could be a self-imposed issue where I struggle to disconnect after working hours in the hope that I will reduce my workload for 'tomorrow' if I work a bit more 'today'.
- One of the main contributors to my work-related stress is my immediate line manager's communication style. She often speaks in a very blunt and sometimes rude manner, which I find difficult to navigate due to my sensitive nature. This affects my confidence, especially when seeking clarification or feedback, and creates anxiety around how she may respond. I find myself constantly trying to anticipate her mood, which adds emotional strain to my daily work. While I understand that everyone has different communication styles, I would benefit from a more respectful and constructive tone in professional exchanges. other thing is sometimes I have to work over-time due

to some meeting/training timings and then i cannot enjoy personal time or make plans with friends and family.

the inability to disconnect from work due to work being on whatsdapp is also a stress cause if i get a message after work hours, i get anxious that i have to deliver right away.

- Sometimes I lose focus and feel frustrated because of so many ideas presented. I am not sure if it is just thinking aloud or if we need to act on the ideas. Clear communication and distinguishing this would be helpful, personally, for me. Also, i do not think that a part of my responsibilities is something I want to continue with. I have high skills but low will.
- Workload and pressure

3. Internal Communication

3.1 To what extent is internal communication clear and consistent enough to help you stay informed and avoid confusion or missing context

Average: 7.7

3.2 How can we improve our internal communications? Time to be creative, all ideas welcome!

- Overall we have a good meeting structure. Not too much yet everybody is informed.
- Ideally through clear and transparent working flows, good CRM, regular meetings and strategic discussions, efficient messaging platforms
- If a new idea pops up and it requires testing and exploration - to include a deadline, by when this should be done (within the next week / month, etc) - it will help us better plan and feel less stressed that we are not doing what is expected
- Internal communication is currently very clear, consistent, and timely, which helps ensure everyone stays aligned and informed. To maintain and further enhance this, it might be helpful to:

Extend existing daily meetings with a dedicated session once a week or every two weeks, focused on strategic reflections. These meetings could include updates on organizational goals and targets, helping staff understand the bigger picture. This can begin at the start of each year, where key objectives are shared and individual responsibilities are aligned with the organization's development plan.

Reintroduce knowledge-sharing sessions, where staff present tips on their management approaches and daily practices. These past sessions were very helpful in building capacity and encouraging collaboration across the team. Formalizing this practice could further strengthen internal learning.

Overall, the communication culture is strong, and building on that momentum will continue to benefit the whole organization.

- As a start, deciding which apps we communicate on internally. I think we should revert to WhatsApp and stop the signal communications.
- Foundations work very differently from continent to continent, so it is difficult to know what status,

relationships, or activities are taking place in a team if you do not belong to that team. But honestly, it's hard for me to think of a communication strategy that doesn't generate more work and burden for the teams.

- Internal communications are clear but not consistent, maybe that is where it's a bit lacking.
- Communication channels: we need to define the purpose based on factors such as convenience, time efficiency, and accessibility from anywhere.

Meetings: Keep regular team meetings within 30 minutes and limit them to essential updates. Designate one day per week for strategic discussions, which can last between 1 to 1.5 hours. The meeting agenda and any pre-reading materials should be shared in advance to ensure that everyone is well-prepared and aware of the discussion topics (up to three main topics per meeting, depending on their complexity). This helps avoid unproductive meetings where participants are unsure of the objectives.

Role rotation: Rotate roles in certain tasks to refresh team dynamics and allow members to learn new skills. This can happen periodically to encourage adaptability and bring fresh perspectives. Stepping outside one's comfort zone and taking on different roles helps build empathy and a deeper understanding of the challenges other team members face.

Task delivery: When assigning tasks or launching new projects, it's important to communicate the timeline clearly and define the priority level. This is especially crucial as team members often have multiple responsibilities and may need to manage their workload accordingly.

- Adopt a centralized platform like Rocket Chat to reduce scattered communication and simplify team collaboration.
Ensure Monday and Friday morning meetings are strictly 30 minutes (stand-up meetings), then dedicate Wednesdays for strategic discussions.
Publish a living "What's Happening?" board a real-time visual update of key org-wide priorities and who is responsible for what.
Come up with an automated system to request off days - (sick leave or public holidays)
- As a fully remote team, relying heavily on WhatsApp or Signal for communication can be overwhelming and unstructured, especially when most of us are working across different time zones and contexts. Important updates often get lost in long chat threads, and without the clarity that comes from face-to-face interaction, tone can be misinterpreted especially given the different English proficiency levels across the team. At times, when clarification is needed, responses can feel dismissive or harsh, making it harder to ask questions openly. To improve internal communication, it would help to move our daily work conversations to a more centralized, laptop-based platform like google chat. This would allow for clearer topic threads, better focus during work hours, and less pressure to be constantly available on our phones.
- no meeting if no agenda. one general team meeting for updates and plans from all teams per week, all the rest can be settled bilaterally. Maybe, a dedicated time/meeting for informal engagement, and whoever is interested or is available joins. strongly advocate for the culture of 121 meetings, where all wellbeing (and other) questions can be discussed from the very beginning: career, feelings, challenges and opportunities, etc.
- Let us keep work-related communications off the phone, or apps on phones to maintain a work-life balance.

4. Open-Ended Feedback

4.1 What is the one thing that is really great about working here?

- We have a great team and we are making a big difference in the nonprofit world with new models.
- Dynamic and meaningful
- I really admire our team - fantastic people to be working with! Peer colleagues are supportive and kind and leadership are truly interested in ensuring that not only the work is done effectively, but that ppl are happy doing their job - this is not always the case. The retreat was just a perfect example how important the relationships are at NPB!
- One of the most valuable aspects of working here is the high level of trust from management. This trust empowers employees to take ownership of their work, encourages accountability. It creates a positive, motivating environment where people feel respected and supported. In addition to trust, the collaborative spirit and open communication across the team make it a genuinely rewarding place to work.
- The work is interesting. I really enjoy liaising with the consultants. I think Anna and Daniel are easy to work with. The team is great!
- Flexibility and connection with others, even at a distance. Also helping others through NPB is great.
- The amazing team, I enjoy working with everyone on different projects. Without definitely forgetting being able to work from anywhere.
- The team has a diverse culture, which helps me learn to adapt, accept differences, and work well with others. (This could be disadvantages as well depending on how people see it.)
The flat management system gives me flexibility to choose how I work. I'm not required to join unrelated meetings or projects.
I have the freedom to test new ideas, learn from new experiences, and make decisions within my role.
I can connect with a global network and work with international experts, which helps me grow professionally.
- The people everyone is supportive, collaborative, and genuinely cares. Also, Remote working that trusts people to manage their time.
- remote work, no commute, some flexibility in work hours
- Adaptability and quick changes, quick response to demand.
- Contributing to change and impact by making OD resources available to these incredible orgs.
Working from home.
A global team! Travels.

4.2 If you could fix one thing about working here, what would it be?

- Maybe some steps to help me with stress and my personality. Coaching?
- More automation
- I think one thing that makes it difficult to plan work & life - is that there is no understanding of the duration of our meetings. Some daily check-ins are short (30 mins), some - are quite long (1,5 hours) (when we discuss some strategic important things), but it is very unclear beforehand, as in the calendar it always says 30 mins. So maybe we can have a longer meeting in a calendar (on one of the days), and try to stick to the planned scheduled duration - it will take away a lot of stress just by this simple improvement.
- It would be great to introduce a more structured approach to career development, where each employee has clear growth targets and a personalized career plan. This would help us envision where we're headed and how to get there, with management support along the way. Opportunities for learning such as access to paid courses, attending seminars, and representing the organization in relevant forums would significantly contribute to both individual and organizational growth. Providing funding and resources to support professional development across all sectors would not only empower employees but also strengthen the organization's expertise and visibility.
- Nothing too significant to add but as a team we should connect more or maximize our team meetings. It's good that we have the check ins before the work updates. We should keep the

momentum going and continue to build the connections we made in Istanbul.

- Some procedures are currently not possible in the CRM, which makes certain tasks difficult and requires the replication of data in separate spreadsheets. It would be ideal to have everything in one place and for the CRM to be the center of all the information.
- HR- Maybe some issues are better discussed with other personnel, not the boss.
- Global networking environment
- Streamline tools and platforms to avoid duplication and inefficiencies. Also, better workload balance; sometimes it feels like we're constantly stretched.
- Setting clear working hours, its draining to stay on late for trainings or time zone calls
- According to Ukrainian legislation, even those who work 50% or less have a full vacation. Would be nice to fix this here))
- Make it a safer and secure working environment (ensure job security), offer 3-5 year employment contracts, streamline HR processes (HR person, not management to hold HR functions)

4.3 What practices from other workplaces should we consider adopting?

- Regenerative leadership! I don't know what it means but it sounds like healing and good.
- More efficiency tools and productive discussions
- 1. normalize "camera off" at our internal meetings every now and then (one day our meeting got longer than planned, and I did not have a chance to eat my lunch, as I was not comfortable switching off a camera, although I could just have my sandwich and continue to be involved in listening and discussing). Haha, small thing, but would make it easier from time to time.
- 2. Try not to delay meeting longer than 15-20 mins.
- 3. Encourage team to join training sessions interesting to them during working hours - at least 1-2 trainings a months - easy investing in a team development & motivation
- 4. Make some of our internal meetings more fun by inviting everyone to have coffee/ tea and some local snacks during the meeting
- 5. Mark in a calendar "unavailable hours" during the day - so no meetings can be booked then for this person (e.g. when there are other commitments)
- 6. Keep surveys like this on a regular basis (at least once a year)
- 7. Team sessions on wellness, avoiding burnout, etc
- 8. Team subscription to wellness/educational apps
- 9. Introduce meeting-free days for more focused work (some days are just meetings and there is little time left to work especially when some deep thinking is needed)
- We could benefit from structured professional development programs, along with a clear organizational development plan that allows each team member to understand their role and contribution to the broader organizational goals.
- Perhaps in some team meetings having more structure or an agenda if there's any pending issues that we need to discuss. This will also help us effectively make use of our time.
For those who are feeling overwhelmed or experiencing burnout, having access to wellness initiatives would be great.
- Goes back to the compensation and benefits: Health insurance- might be challenging managing insurance packages, but maybe consider allocating monthly health allowances. Internet service coverage would be great, having this covered by the company.
- Regular Check-ins & Feedback Loops: Adopt short monthly check-ins (15; ½30 mins) focused on team wellbeing and alignment, not just work updates. Create anonymous feedback channels to gather input on processes and leadership. Not in a way that Anna always has to do it. Sometimes it's beneficial to have someone who is not the decision-maker to listen.
Learning & Development Time Allocation: Allow 4-6 hours/month for each team member to engage in personal development; ½online courses, peer learning, or reading.
Individual Holiday Selection: Team members should select their public holidays based on personal,

cultural, or religious preferences from the beginning of the year and record them in the shared document to support effective planning and task coordination.

• **Organisation-Wide Holidays:** In addition to individual selections, it is recommended to designate one to two fixed public holidays each year, during which the entire team will take leave. Ex: December 25 (Christmas Day); January 1 (New Year's Day) or May 1st (labor day)

- Flexible Fridays to promote rest and focus.

Burnout check-ins and mental health training for staff, and access to mental health resources

Visual dashboards showing progress on organizational goals in real time.

Automated system for leave day requests

Having the Christmas period as automatic days off for the team members, as it's generally a slow period.

Provide multi-year employment contracts to staff to advance our confidence in the security of our jobs

- Higher pay: international organizations with similar roles are paying more for even part-time work.

Caregiver Leave (optional, need-based)

• Paid leave for caring for aging parents or ill family members.

Shorter workweeks (4-day week). this is also good for environment and extensive studies show it leads to 20% more employee productivity. many garntees we work with too especially in the UK have moved to 4 day work week. since we work for climate change, this will do good to the climate too as de-growth helps the climate.

• Example: Basecamp offers 4-day workweeks in summer.

1-5 Days off and stipend for learning, for opportunities to grow and learn new skills. sponsored by NPB.

One day off on birthday

End-of-year shutdown (e.g., December 24½Jan 1) that doesn't count toward personal leave.

menstrual leaves and this is something overwhelmingly everyone in the team agreed on, as we are a woman-majority, woman-led organization. 5-6 menstrual leaves a year would be great help.

24 annual days off as 20 is too less, we should have at least 2 per month.

- Work-life balance (no work contact outside 9-5, keep work off the phone, paid maternity leave)